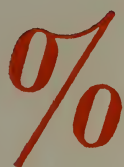
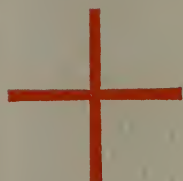
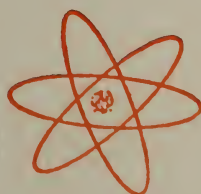
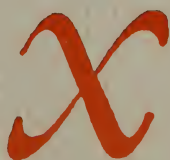


BUSINESS AND PROFESSIONAL COURSES

University of Toronto
University Extension



SESSION
1965-66



BUSINESS AND PROFESSIONAL COURSES

University of Toronto
University Extension



SESSION
1965-66

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1964-1965

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BUSINESS AND PROFESSIONAL SECTION

Co-ordinator . . . M. R. Hecht, M.Sc.

Supervisor . . . L. G. Dutton, C.D., B.A.

PURPOSE

The purpose of the Business and Professional Section of the Division of University Extension is to help men and women in business or other organizations to:

- better understand the nature of organizations and how they are managed
- learn more about areas of management such as finance, marketing, personnel, production, etc.
- improve their professional understanding of new technical and mathematical theories and activities which have come to the fore in recent years
- acquire some knowledge of other skills necessary to their current or future work needs.

Subjects are taught by a group of lecturers drawn from the University and the business community who have broad experience in the practical application of their particular subject. The subjects offered are usually given in a series of 20 lectures, one evening each week. Courses involving discussion and other class participation are limited in size. Some subjects are more advanced than others and admission to these may require a background of experience or previous participation in basic courses. Written tests are offered to students who wish to take them, but this is not obligatory.

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SICA Registered Industrial Accountant's Course	

GENERAL INFORMATION

Registration:

Students enrol by completing the application form on the final page of this booklet. A separate application form is required for each course. Enrolment may be by mail or in person at the Division of University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9 a.m. to 5 p.m. daily, except Saturdays. To phone for information, call 928-2395 or 928-2396.

Evening Registration and Counselling will be held at the above address on the following evenings:

Tuesday, Sept. 14 7:30-9:00 p.m.

Monday, Sept. 20 7:30-9:00 p.m.

Fees are payable in advance. Cheques or money orders should be made payable to the University of Toronto.

Admit-to-Lecture Card:

When a student enrolls in a course, he receives an admit-to-lecture card. This card must be shown at each lecture before entering the classroom.

Course Enrolment:

The last day for enrolment for subjects starting in the fall term is September 30. The date of the opening lecture of each course is indicated in the course description. Winter term lectures begin the week of January 3.

In many classes, enrolment is limited to a specific number of students. If more than the stipulated number register for a particular course, an effort is made to organize an additional class. A second class will not be offered, however, until a reasonable number of students have been accepted.

All courses are subject to change as to the time and place before the beginning of the term. Students will be notified of any changes.

Refunds:

Refunds will be considered *only* if they are requested in writing before the *second* lecture of the course is given. Because of the cost of making adjustments, a charge of \$5.00 is made for each refund. REQUESTS FOR REFUNDS MUST BE IN WRITING AND BE ACCOMPANIED BY ADMIT-TO-LECTURE CARDS AND THE OFFICIAL RECEIPT.

Admission Requirements:

Unless otherwise indicated there are no academic requirements for admission to these courses. In the case of some subjects, applicants are asked to send, with their application, a brief resume of experience so that we may assist the student to enter the appropriate class.

Recognition:

Optional tests are offered in many courses. Those students who are successful in these tests will receive a letter of recognition, indicating satisfactory completion of the course. THE DIVISION CANNOT ISSUE LETTERS CERTIFYING THE ATTENDANCE OF AN INDIVIDUAL STUDENT IN A PARTICULAR COURSE.

Unless otherwise specified, the courses offered in this brochure do not lead to a diploma or degree.

Parking:

Students are urged to use public transportation as parking is limited on or near the campus. A fee of 50c is charged for parking facilities on the main campus. A fee of 25c is charged in the parking lots on Huron, Russell, and Willcocks Streets.

For evening enquiries during the session, call 928-2394.

ACCOUNTING

Budgetary Controls

W. G. PEAKER

Ten lectures on Monday evenings at 6:00 in Room 116, Galbraith Building, beginning October 18. *Fee: \$20.00*

The course will include the study of the nature and purpose of budgets; benefits to be gained and disadvantages to be avoided; types of budgets to include sales or revenue, purchases or production costs, selling expenses, general and administrative expenses, other expenses, cash budgets, capital expenditures, preparation of budgets including delegation of responsibility and organization; analysis of the budget and comparisons; and case studies.

Financial Statement Analysis

K. H. C. LAUNDY

Twenty lectures on Monday evenings at 6:00 in Room 347, Galbraith Building, beginning October 18. *Fee: \$45.00*

The purpose of this course is to give those businessmen who have some knowledge of accounting a greater understanding of the problems involved in the reporting and analysis of financial information. *The following topics will be discussed:*

- Generally accepted accounting principles of asset valuation and income measurement

- Assumptions underlying the financial statements

- Composition of financial statements

- Limitations of financial statements

- Form, content and legal requirements of the balance sheet, statement of profit and loss and surplus statement

- Reporting of financial information by Canadian public companies

- Methods used to analyze balance sheets and statements of profit and loss

- Problems involved in price level changes.

Fundamentals for Non-Financial Managers

W. A. R. MACFADDEN

Twenty lectures on Tuesday evenings at 6:00 in Room 420, Galbraith Building, beginning October 18. *Fee: \$50.00*

This course is designed specifically to convey fundamental concepts, principles and practices of finance and accounting to operating managers. The course begins with sessions on the basic principles of bookkeeping and accounting and goes on to review financial statement analysis, cost accounting and methods of finance. The lecture-discussion method concentrates on the influence which these financial and accounting concepts have on the interpretation of results, planning, and their influence on decision making.

The class will be limited to 50 students.

TEXT: Meigs, Johnson, Blazouske—*Accounting, The Basis for Business Decisions*, McGraw-Hill Company of Canada Limited (Canadian Edition).

ADMINISTRATION AND MANAGEMENT

Administrative Practices

RUSSELL J. PORTER

Twenty lectures on Wednesday evenings at 6:00 in Room 243, Galbraith Building, beginning October 13. *Fee: \$50.00*

The function of the administrator and the general nature of administration are the major subjects to be studied. The first lectures will be devoted to the study of planning, organizing, directing and controlling. Later sessions will deal with administrative techniques employed in management. The emphasis will be on class discussion. Cases, films and an extensive reading list will help to provide background for discussion.

Practical experience in administration at a relatively high decision-making level is a prerequisite for admission. Students are required to submit a brief resume of experience with application forms.

The class will be limited to 35 students.

TEXT: Newman and Sumner—*The Process of Management*, Prentice-Hall Inc., 1962.

Business Administration

W. A. DIMMA

Twenty lectures on Tuesday evenings at 6:00 in Room 2135, Sidney Smith Hall, beginning October 12. *Fee: \$40.00*

This course, divided into the four general areas of production, marketing, accounting and finance, and general management, will deal with a wide range of business activities. In 20, two-hour sessions, the lecturer will survey many phases of business rather than select fewer topics and treat them more exhaustively. For this reason, and because it is aimed primarily at those at or near the middle-management level, admission to this program presupposes some general knowledge of business, including at least two years practical experience. It is recommended that applicants have completed successfully Grade XIII or its equivalent, although exceptions will be made for those with more than five years' business experience.

Business Law

W. L. S. TRIVETT

Twenty lectures on Thursday evenings at 7:30 in Room 305, Galbraith Building, beginning October 14. *Fee: \$50.00*

The lectures in this course will be aimed at counselling an average businessman with particular emphasis on the person who now operates or intends to operate his own business. It has been found useful by personnel of credit and contract departments, bankers, sales representatives, executives and legal secretaries and comparable persons.

Included in the topics which will be dealt with are:

The making of contracts

Buying, selling and mortgaging real estate

Municipal laws, zoning and assessment

Corporation and income tax

Sole enterprise, partnership and corporation law including manner of incorporation, organization, share structure and duties of directors

Financing the business enterprise

Credit buying and collection of debts.

The course is designed to be practical and informative, but not a substitute for legal advice. Students will be given sources of information and projects will be assigned to them.

The class will be limited to 50 students.

TEXTS: *Anger's Digest of Commercial Law*, *Anger's Introduction to Commercial Law*, Canada Law Book Company Ltd.

Communications in Business—Written

R. N. BEATTIE

Twenty lectures on Thursday evenings at 7:30 in Room 116, Galbraith Building, beginning October 14. *Fee: \$40.00*

This course is designed for supervisors who are required to write letters, memoranda, reports, instructions, and other business communications. The planning and writing of these is the principal subject of discussion and practice, although the course does include some review of English grammar, usage and composition. It is desirable for students to have grade XIII English Composition, or its equivalent.

TEXT: Reid and Wendlinger—*Effective Letters, A Program for Self-Instruction*, McGraw-Hill Company of Canada Limited, 1964.

Additional reading material and references will be supplied in class.

Office Management—Introductory

J. DUFFIN

Ten lectures on Tuesday evenings at 7:30 in Room 314, Galbraith Building, beginning October 12. *Fee: \$25.00*

This introductory course will appeal to men and women who are attracted to office management as a career. Also general supervisors and newly appointed office managers who have limited formal training may find useful the background information available in the course.

The content covered during the ten evenings will be of a basic nature. There will be ample time for the discussion of problems.

Among the topics to be discussed are the following:

The Office Manager's Function and Responsibilities

Office Organization

Personnel Selection and Training

Communications and Records

Standardization in the Office

Scope of the Office.

The class will be limited to 50 students.

Concepts in Management Science

D. J. CLOUGH

Twenty lectures on Tuesday evenings at 7:30 in Room 204, Galbraith Building, beginning October 12. *Fee: \$50.00*

This course integrates many important aspects of management science, emphasizing the contributions of the physical and behavioural sciences, engineering, economics and mathematics.

From the historical development of classical management principles, the course traces the applications of social psychology, decision theory, feedback control, and organization theory to the contemporary problems of decision-making and leadership.

Continuing with an evaluation of relevant economic concepts as bases for both qualitative and quantitative analyses, there are detailed discussions of competitive structure, demand analysis, production activity analysis, and the interaction of pricing, promotion and product-line strategies.

The power, scope and limitations of mathematical models in management science are portrayed through discussions of various applications in production, marketing, advertising, and other fields.

The course is designed to give a broad survey of a new and rapidly developing field.

TEXT: Donald J. Clough—*Concepts in Management Science*, Prentice-Hall Inc.

Industrial Management

W. T. NUTSON

Twenty lectures on Thursday evenings at 7:30 in Room 304, Galbraith Building, beginning October 14. Fee: \$50.00

This study of the principles and techniques of industrial management divides broadly into two general areas:

- an introduction to modern management thought with the subsequent emphasis on people—both manager and those managed—relative to organization research and theory, motivation, incentives and morale, policy formulation, planning and decision making;
- a broad introduction to the physical make-up of an industrial organization—in this second category, there will be a discussion of line and staff functions, and their interrelationship.

The significance of good control as a function of industrial engineering, production planning and accounting will be amplified.

The class will be limited to 50 students.

TEXT: Haynes and Massie — *Management—Analysis, Concepts and Cases*, Prentice-Hall Inc.

Manufacturing Management

J. G. BERESFORD

Twenty lectures on Monday evenings at 7:30 in Room 305, Galbraith Building, beginning October 18. Fee: \$40.00

This course deals primarily with the functions of manufacturing management, stressing the activities of planning, organization, and control. Emphasis will be placed on the principles and methods of analysis applicable to the solution of problems of the manufacturing function within the industrial enterprise. While the course develops the principles and concepts of manufacturing management, it does not provide a detailed study of the techniques used in the application of these principles.

Topics to be discussed include:

Manufacturing planning and control

Network planning

Method study and work standards

Job evaluation and wage determination.

Students should have, or should be preparing themselves for, supervisory or management responsibility.

TEXT: Owens—*Management of Industrial Enterprises*, John D. Irwin, Inc. (Revised Edition).

Effective Speech in Business

MRS. HELEN TUCKER

Twenty lectures on Wednesday evenings at 7:30 in Room 107, Galbraith Building, beginning October 13. *Fee:* \$50.00

The first term will be devoted to improving skills in oral communications with emphasis on personal composure in small group conferences and on the voice: audibility, articulation and projection. The second term will deal with the delivery of reports and public speeches. It will give training in chairmanship, conduct of meetings, impromptu speech and parliamentary procedure.

This is not a course for the correction of speech defects. The class is limited to 30 students. A letter should accompany the application and should state the candidate's background and reasons for wishing to take this course.

TEXT: Huston, Sandberg and Mills—*Effective Speaking in Business*, Prentice-Hall Inc.

Human Relations and Human Organization

T. MALLINSON

Twenty lectures on Wednesday evenings at 7:30 in Division of Extension, 84 Queen's Park, beginning October 13. *Fee:* \$50.00

The purpose of the course is to further our understanding of the interdependence of human relationships and human organization, and to develop a greater awareness of the causes of behaviour (whether individual or group). Such understanding can develop best from learning situations in which people participate in analyzing common experiences, and where they can experiment with new ways of looking at problems and working with others. Consequently, while some lecture and demonstration materials will be offered, the major attempt will be to improve our abilities to analyze and apply present knowledge and experience by practising and observing various approaches to human situations in a "learning" framework.

The course is limited to 25 students.

TEXT: J. A. C. Brown—*The Social Psychology of Industry*, Pelican Books.

Psychology in Industry—Introduction

S. D. SALEH

Twenty lectures on Wednesday evenings at 7:30 in Room 220, Galbraith Building, beginning October 13. *Fee:* \$40.00

Psychology has developed many understandings of human behaviour that can be productively applied to business and industry.

This course is intended for middle management and deals with the application of the principles of psychology to business and industrial situations. Areas dealt with include the application of psychology to employee motivation and attitudes, selection and placement, employee appraisal and promotion, training and development, and the effective use of psychological tests in business and industry.

Discussion of these areas of application will include consideration of such topics as absenteeism, labour turnover, work groups and informal organization, communication and leadership.

Evolving Management

B. M. M. CARPENDALE

Twenty lectures on Monday evenings at 7:30 in Division of University Extension, 84 Queen's Park, beginning October 18.

Fee: \$60.00

Aim of the course will be to look critically and constructively at such organizational factors as visible and invisible structure, motivation, and person-to-person contacts, and to see how these factors interact to affect the organization's vitality, effectiveness, and ability to progress.

The course will consist of lectures, seminars, study groups and exercises. It is hoped that these activities will create learning situations in which participants can not only stretch their intellects, but also learn to increase their ability to be objective in their thinking, to become aware of some of their own areas of prejudice, more aware of their own impact upon others, and to give practical experience in methods of tackling the problem of making good use of committees.

The course is intended for people carrying, or about to carry, general management responsibilities in business or other organizations. There are no entrance requirements, but participants should have a good management background. A university degree would be helpful, but is not essential. There will be no examinations, but there will be background reading and some assignments.

ECONOMICS

Elementary Economics

H. J. ALEXANDER

Twenty lectures on Thursday evenings at 6:00 in Room 308, Galbraith Building, beginning October 14.

Fee: \$45.00

The aim of the course will be to introduce the student to basic economic concepts, and to encourage, by discussion, the application of these concepts to contemporary economic events.

Topics of discussion will include:

- Fiscal policy
- Business cycles
- Economic planning
- International economics
- Public finance.

Fundamental theory will be related as much as possible to practical problems.

The class will be limited to 40 students.

TEXT: Samuelson—*Economics*, McGraw-Hill Company of Canada Limited (Sixth Edition).

Introduction to Economics and Canadian Problems

J. I. MCDONALD

Twenty-five lectures on Monday evenings at 8:00 in Room 417, Galbraith Building, beginning September 27.

Fee: \$50.00

The elements of economic theory will be developed and illustrated with reference to contemporary Canadian economic problems.

Lectures will include discussion of the following topics.

- Price Theory and Applications

Money and Banking
National Income
Business Cycles and Economic Growth
International Trade

The class will be limited to 40 students.

Money and Banking

P. A. T. CAMPBELL

Twenty lectures on Monday evenings at 7:30 p.m. in Room 348, Galbraith Building, beginning October 18. *Fee:* \$45.00

The purpose of this course is to outline and discuss with the group the theory of money, banking and the capital market, paying some attention to the Report of the Royal Commission on Banking and Finance. Also included will be some discussion of the relationship between monetary policy and the level of economic activity. In addition, concepts of efficiency in the operation of the various capital market institutions will be discussed, together with various problems of the Canadian Capital Market.

Specific attention will be paid to the relationship between the Bank of Canada and the money market.

The class will be limited to 50 students.

PROFESSIONAL AND TECHNICAL

High Speed Data Processing

Course Director: J. N. P. HUME

L. E. S. GREEN

Twenty lectures on Thursday evenings at 7:30 in Room 120, Galbraith Building, beginning October 14. *Fee:* \$50.00

This introduction to modern high-speed data processing systems provides a general background on the uses of stored programme electronic data processors in business problems. It is divided into three approximately equal sections:

Data processing systems
Coding and programming
Applications.

The section on systems is a study of the components and principles of electronic data processors. The section on coding and programming introduces terminology and new ideas through a few simple problems. The last section is about the application of these new methods to insurance, inventory control, accounting, production scheduling, etc. Throughout the course a special effort is made to concentrate on methods which are generally valid on modern machines. The course terminates with a symposium, in which representatives of manufacturing and other organizations active in this field in Canada are invited to participate.

Applicants need not have specialized knowledge of mathematics nor any knowledge of electronics. They should, however, have some interest and experience in a field where the handling of numerical data is important, such as accounting, banking, business management, investment financing or insurance.

This class is limited to 100 students.

Statistical Methods

J. G. C. TEMPLETON

Twenty lectures on Tuesday evenings at 7:30 in Room 248, Galbraith Building, beginning October 12. *Fee: \$40.00*

This is an introductory course in Statistical Methods and their application to the collection and analysis of data. While the underlying theoretical concepts will be discussed, mathematical derivations will be omitted.

Topics which will be covered are:

Frequency distributions

Averages and measures of variability

Tests of significance

Confidence intervals

Analysis of variance

Regression and correlation

Frequency data and contingency tables

Elementary methods for analyzing time series.

No mathematics beyond high school algebra is required. The class will be limited to 50 students.

Statistical Methods in Quality Control

R. V. WARD

S. M. PROUT

Twenty lectures on Tuesday evenings at 7:30, in Room 348, Galbraith Building, beginning October 12. *Fee: \$40.00*

This course is designed to demonstrate the importance and the universality of the application of mathematical statistics to both the analysis and control of product quality. Use is made of counts and measurements, and the course also includes methods of separating out sources of variation affecting product quality. It places emphasis on presentation of data, charting, sampling and decision techniques required to make statistical processes acceptable to everyday use in industry. The techniques will be applicable to the manufacturing, processing, and chemical industries. Sampling tables in general use in industry will be supplied. Minimum educational requirements are high school mathematics, participation in a previous course in statistical quality control, or a knowledge of basic statistics.

TEXTS: *A.S.T.M. Manual on Quality Control of Materials*

H. J. Halstead—*Introduction to Statistical Methods*, Macmillan Company of Canada Limited.

(Offered in co-operation with the American Society for Quality Control.)

An Introduction to Solid State Physics

R. L. ARMSTRONG

Twenty-five lectures on Monday evenings at 7:00 in Room 107, Galbraith Building, beginning September 27. *Fee: \$60.00*

Those entering this course will be assumed to have had an introductory course in physics at first-year university level.

Selected topics in solid state physics will be discussed, *including* crystal structure, interatomic forces, the free electron theory of metals and the band theory of solids. The necessary concepts of the quantum theory and of statistical mechanics will be introduced as they are required.

Organic Chemistry

STEWART MCLEAN

Ten lectures on Wednesday evenings at 7:30 in Room 161, Lash Miller Building, beginning October 13. *Fee: \$25.00*

This course is designed to survey recent developments in the concepts and practice of organic chemistry for those who have had an earlier course of instruction in the field. Particular attention will be paid to modern ideas concerning molecular structure and reactivity.

Subjects to be discussed include:

A brief account of studies of the physical properties of organic compounds, with particular emphasis on spectroscopy (i.r., u.v., n.m.r., o.r.d., etc.);

A survey of the field of organic chemistry using types of reactions as a basis of classification;

An account of modern concepts of stereochemistry and their relationships to molecular reactivity;

Selected recent examples of the application of topics discussed to problems of structure, synthesis, etc.

(Offered in co-operation with the Chemical Institute of Canada.)

The Chemistry of Organic Polymers

Ten lectures on Wednesday evenings at 7:00 in Room 155, Lash Miller Building, beginning October 13. *Fee: \$25.00*

This course describes the chemistry of organic polymers with particular reference to their use in modern technology as plastics, coatings, and synthetic fibres. It is designed for the graduate chemist or the engineer who has some background in chemistry.

A knowledge of advanced mathematics is not required.

Airphoto Interpretation for Engineers

S. J. G. BIRD

Twenty-five lectures on Tuesday evenings at 7:00 in Room 303, Galbraith Building, beginning September 28. *Fee: \$60.00*

This course in airphoto interpretation is designed for graduate engineers who wish to become familiar with this relatively new science.

The following topics will be discussed:

Principles and techniques of airphoto interpretation applicable to the identification and evaluation of soils and rocks;

Use of aerial photography in the location of construction materials;

Recognition of special construction problems from airphotos;

Predictions of depths of muskeg from airphotos using vegetative analysis;

Identification of structures in sedimentary, igneous and metamorphic rocks;

Uses of airphotos in the location and design of highways, power lines, pipelines, damsites, and flood control structures;

Interpretation from aerial photographs of present land use and prediction of future land uses.

Probability Theory and Mathematical Statistics

D. J. CLOUGH

B. BERNHOLTZ

Twenty-five lectures on Thursday evenings at 7:30 in Room 347, Galbraith Building, beginning September 30. *Fee: \$60.00*

This course offers a systematic introduction to modern probability theory and mathematical statistics, and is intended for engineers and practitioners in operations research. It is designed to form a rigorous background for those who desire to employ probability and statistics as a working tool and who may desire a thorough course as a preliminary to undertaking advanced work in industrial engineering, operations research, or management science. Subjects to be covered include sample spaces, random variables, probability distributions, characteristic functions, sampling, and theory of estimation. Familiarity with algebra and the calculus is required.

TEXT: John Freund—*Mathematical Statistics*, Prentice-Hall, Inc.

(Offered in co-operation with the Association of Professional Engineers of Ontario.)

Introduction to Stochastic Processes and their Applications in Business and Engineering

Course Director: J. W. ABRAMS

Twenty-five lectures on Thursday evenings at 7:30 in Room 243, Galbraith Building, beginning October 7. *Fee: \$60.00*

Prerequisites: A course in probability and statistics and an elementary course in operations research or familiarity with some operations research procedures.

This course is designed for engineers, operational researchers, and management scientists who wish to acquire a working knowledge of the types of probabilistic models which are currently being applied to problems of business and engineering. A variety of different models of similar mathematical structure but widely different application, will be presented.

The course will contain a brief review of probability theory, classification of probabilistic models and a thorough discussion of Markov Processes in discrete and continuous time and space. Stationary and non-stationary processes will be considered. An introduction to non-Markov processes will be given.

Applications will be made to problems of machine replacement, reliability, inventories, storage and maintenance. Random walk and queueing models will be discussed. Emphasis will be placed on statistical evidence for testing such models. Monte-Carlo applications and simulations will be studied with the problems of computer utilization.

The course will be limited to 35 students.

(Offered in co-operation with the Association of Professional Engineers of Ontario.)

Linear Algebra and Matrices

R. W. P. ANDERSON

Twenty-five lectures on Tuesday evenings at 7:30 in Room 305, Galbraith Building, beginning September 28. *Fee: \$55.00*

Those entering this course will be assumed to have undergraduate engi-

neering mathematics or its equivalent. It is not intended that the classic calculus or differential equations will be covered. The course consists of: elementary linear algebra including systems of linear equations, matrix, notations, and operations, inversion, vectors and transformations, leading into application in linear programming and eigen value problems.

The class will be limited to 50 students.

(Offered in co-operation with the Association of Professional Engineers of Ontario.)

Linear Programming and its Extensions

Course Director: J. W. ABRAMS

Twenty-five lectures on Wednesday evenings at 7:30 in Room 304, Galbraith Building, beginning October 6. *Fee: \$60.00*

This course is designed for engineers, operational researchers, and management scientists who wish to be able to apply professionally linear programming and related techniques. Although no previous experience with mathematical programming is required, it will be helpful, as will be a familiarity with matrices and linear algebra.

The course will start from fundamentals and develop and consider such topics as the simplex method, the revised-simplex, the dual-simplex, activity analysis, price relationships, simple and generalized transportation problems, allocation problems, capacitated transportation problems, and flows through networks.

Parametric programming problems and elementary cases of stochastic and integer programming will be treated. An introduction to non-linear and dynamic programming will be included.

Although emphasis will be placed upon methods of setting up and solving problems, these problems will be related to specific applications and case studies in the literature.

The course will be limited to 35 students.

TEXT: G. B. Dantzig—*Linear Programming and Its Extensions*, Princeton University Press, 1963.

(Offered in co-operation with the Association of Professional Engineers of Ontario.)

Introduction to Computer Simulation

J. A. SARGEANT

Twenty lectures on Tuesday evenings at 6:30 in Room 304, Galbraith Building, beginning October 12. *Fee: \$55.00*

This course is designed to provide an introduction to the use of the electronic digital computer in simulation studies of industrial production systems. An opportunity will be provided to learn the Fortran language and use it in programming exercises which will be run on the University's computer (IBM 7094). Subject areas to be covered include inventory systems, queueing systems and PERT network analysis.

Prerequisites: At least grade XIII mathematics or the equivalent, preferably with some knowledge of probability.

The class will be limited to 40 students.

TEXT: C. McMillan and R. F. Gonzalez—*Systems Analysis: A Computer Approach to Decision Models*, Richard D. Irwin, Inc.

(Offered in co-operation with the Southern Ontario Chapter of the American Institute of Industrial Engineers.)

Computer Programming and Analysis for Engineers A. C. HEWITT

Twenty-five lectures on Tuesday evenings at 7:30 in Room 119, Galbraith Building, beginning September 28. *Fee: \$60.00*

This course covers scientific programming language and technique including programme analysis, logic diagramming, coding, debugging and documentation.

Examples of various applications are explored. Each student will be assigned a problem in his own area of interest to be carried through final computer compilation.

Other topics touched on will include: History of computers from their internal organization and design, Symbolic logic, Data processing and latest developments in computer language and application.

(Offered in co-operation with the Association of Professional Engineers of Ontario.)

Techniques of Operations Research

Course Director: H. V. FULLERTON

Lecturers: MRS. J. B. MEDCOF

H. A. J. ALLEN

D. T. MACLACHLAN

J. CRAN

D. HILSON

Twenty lectures on Thursday evenings at 7:30 in Room 204, Galbraith Building, beginning October 14. *Fee: \$50.00*

This is an elementary course for those who wish to learn about operations research by working with some of its techniques. The techniques include those most frequently applied to problems in business and industry. They will be presented by specialists who have practical experience in their use.

The first section of the course will begin by considering the nature of operations research and of mathematical models. As matrices provide a simple way of representing and manipulating many models, some elementary material on matrix methods will be given. Multiple regression techniques will be introduced as one example of how relationships in a model may be derived.

The next section of the course will describe the most widely used deterministic technique—linear programming—and its application to industrial problems of allocating scarce resources.

The final section will deal with various probabilistic techniques and their application to waiting line and inventory problems.

The emphasis throughout will be on concepts, methods and applications and not on rigorous mathematical derivations of the theory. The course is thus not designed to provide a firm theoretical basis for future O.R. practitioners. A background of first-year university mathematics will be desirable though not essential.

Behaviour of Reinforced Concrete Members

S. M. UZUMERI,

J. TIMUSK, E. M. PELL, M. W. HUGGINS

Twenty-five lectures on Tuesday evenings at 7:30 in Room 221, Galbraith Building, beginning September 28. *Fee: \$50.00*

This course offers a fundamental study of the ultimate strength and behaviour of the reinforced concrete members subjected to axial and transverse loads. The early part of the course will be devoted to the development of the fundamental relationships and the study of the behaviour of the members starting from the stress-strain diagrams of the concrete and steel, and compatibility of strain.

Relations between results of research and current design specifications (NBC—1965) will be examined.

Creep and shrinkage and their effect on reinforced concrete members will be discussed. An introduction to the behaviour of reinforced concrete structures will be made. A number of numerical examples will be worked out in the class to illustrate the application of the fundamental concepts and to introduce some of the new design aids.

TEXTS: Ferguson—*Reinforced Concrete Fundamentals*, J. Wiley & Sons. Winter, Urquhart, O'Rourke, Nilson—*Design of Reinforced Concrete Structures*, McGraw-Hill Company of Canada Limited (7th Edition). (Offered in co-operation with the Portland Cement Association.)

Modern Steel Structures—Behaviour and Design Criteria

D. J. L. KENNEDY

Twenty lectures on Wednesday evenings at 7:30 in Room 305, Galbraith Building, beginning October 13. *Fee: \$50.00*

This course includes the examination of types of steel available and their significant engineering properties. There will be discussion of behaviour of members under tension, compression, flexure and combined stress, connections. Study will be made of test data and other background material leading to a critical review of current specifications. *Topics include:* elastic and inelastic buckling, effective column lengths, thickness of compression elements, laterally unsupported beams, beam-columns, bolted connections, fasteners under tension and shear.

This is a refresher course in the use of steel in structures. A prospective student should have a bachelor's degree in civil engineering or equivalent experience in a structural office.

(Offered in co-operation with the Canadian Institute of Steel Construction.)

Metal Fabrication, Principles and Practice

Course Director: G. B. CRAIG

Ten lectures on Monday evenings at 7:30 in Room 403, Galbraith Building, beginning October 18. *Fee: \$25.00*

The course will cover both the fundamental principles of metal deformation and the application of these principles to industrial problems. The student should have an engineering background or be engaged in related industry. (Offered in co-operation with the American Society for Metals.)

Heavy Water Reactor Design Principles

Course Director: D. G. ANDREWS

Twenty lectures on Wednesday evenings at 7:00 in Room 123, Lash Miller Building, beginning October 13. *Fee:* \$50.00

This course is intended primarily to give an overall picture of the heavy water reactor system, and is aimed at engineers and designers working on, or otherwise interested in, some aspect of the nuclear reactor field. Lecturers will be chosen from among leading workers in this field.

Topics covered will include: reactor fundamentals; costs; thermodynamics; physical, chemical, and metallurgical problems; steam generators and turbines; design of the core; shielding; fuel systems; the control systems; instrumentation; hazards; and other pertinent topics.

(Offered in co-operation with the Canadian Nuclear Association.)

Introduction to Medical Microbiology

DR. K. R. ROZEE

Twenty lectures on Wednesday evenings at 7:30 in Room 103, Hygiene Building, beginning October 13. *Fee:* \$60.00

Students entering this course need not have any previous experience in microbiology. The course should be of value and interest to knowledgeable members of the public, particularly to those interested in careers in microbiology, and also to nurses, technicians and those concerned in the field of communicable diseases.

This class will deal mainly with those aspects of microbiology important to the diagnosis and identification of microbial agents responsible for human disease. The natural history of these agents will also be considered.

An Introduction to Viruses and Virus Diseases

DR. K. R. ROZEE

Twenty lectures on Monday evenings at 7:30 in Room 103, Hygiene Building, beginning October 18. *Fee:* \$60.00

This course of twenty lectures and laboratory demonstrations is of an introductory nature, and is designed to introduce the student to the basic groups of viruses, the special methods of laboratory investigation, and some of the more important virus infections of man. Students entering this course need not have any previous experience in microbiology. The course should be of value and interest to knowledgeable members of the public, particularly to those interested in careers in microbiology, and also to nurses, technicians and those concerned in the field of communicable diseases.

The lectures will deal with the history of viruses, their basic properties and with the characteristics of the more important virus groups. Each lecture will be followed by a laboratory demonstration designed to complement the lectures.

FINANCE

Business Finance

ROBERT ANDERSON

Twenty lectures on Wednesday evenings at 7:30 in Room 314, Galbraith Building, beginning October 13. *Fee: \$40.00*

Although the main emphasis is on the financial problems of the corporation as seen by the financial manager, some time will be spent on the particular problems of small business.

Control of the use of funds for receivables, inventories, and fixed assets will be examined.

Sources of funds such as stocks, bonds, and loans will be considered in relation to the uses of these funds and in relation to the implications of risk, income and control, for the creditor and the debtor.

Assessment of the expected returns on capital projects, the flow of funds, mergers and consolidations are among the other subjects to be explored.

The emphasis will be on class participation through the use of prepared case material.

An introductory knowledge of accounting and financial analysis would be helpful but not essential.

TEXTS: W. G. Leonard — *Financial Management in Canadian Business*, McGraw-Hill Company of Canada Limited.

Vandell and Coleman — *Case Problems in Finance*, Richard D. Irwin, Inc. (Fourth Edition).

Business Taxation

J. R. HUTCHINSON

Twenty-five lectures on Wednesday evenings at 7:30 in Room 120, Galbraith Building, beginning September 29. *Fee: \$60.00*

This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. Typical items covered are: amalgamations, depreciation policy, dividend policy, etc.

As well as executives, this course should be of particular interest to trust company trainees and life underwriters. It should also be useful to chartered accountants and lawyers who received their training outside Canada and who wish to become familiar with Canadian tax law.

The general plan will be to outline the relevant tax regulations covering a given topic, to give illustrative examples and to discuss the implications of the regulations. In addition to acquiring an appreciation of existing tax law, it is intended that the executive will become familiar with the sources of information covering present and future regulations.

The major topics are listed below:

1. Corporation Income Tax
2. Depreciation
3. Arms Length Transaction
4. Purchase and Sale, Amalgamation of Businesses
5. Stock Options, Pension Plans, Profit Sharing Plans
6. Capital Gains
7. Gift Tax
8. Succession Duties and the Estate Tax Act
9. Trends in Taxation

The Class will be limited to 50 students.

PERSONNEL ADMINISTRATION

Personnel Administration—An Introduction

R. K. ARIMA

Twenty lectures on Wednesday evenings at 7:30 in Room 119, Galbraith Building, beginning October 13. *Fee: \$40.00*

This course should prove useful to individuals who have just entered or are interested in entering the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.

As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of case studies. Pertinent findings from the social sciences and human relations studies will be covered.

Topics to be covered include:

The relationship of the personnel function to the rest of the organization;

The personnel administrator's job in manning the operation—recruitment, selection and placement;

Evaluating jobs and personnel—wage and salary administration, performance appraisal;

Training and developing people;

Communication skills—interviewing and counselling—the nature of discipline;

Current labour relations problems and trends;

Implications of technological change—manpower planning.

The class will be limited to 50 students.

Personnel Administration—Advanced

J. B. GRANT

Twenty lectures on Tuesday evenings at 7:30 in Room 216, Galbraith Building, beginning October 12. *Fee: \$50.00*

This course is designed for people in middle-management positions or full-time personnel work, with responsibility for the effective development and management of people.

The approach will be to review some of the significant findings about supervision, motivation, and employee development, and to discuss the adequacy of present managerial and personnel practices from these viewpoints.

Students will be expected to participate in discussions.

TEXT: Saul W. Gellerman—*Motivation and Productivity*, American Management Association Inc.

Personnel Administration—Interviewing and Counselling

J. C. CHISHOLM

Twenty lectures on Wednesday evenings at 7:30 in Room 347, Galbraith Building, beginning October 13. *Fee: \$50.00*

This course is offered to those who are interested in learning to improve their interviewing skills. While it may be of interest to staff persons, it will be of particular interest to managers and supervisors.

The word "interviewing" has been associated almost entirely with the employment interview. In this course various types of interviews will be

covered, i.e., counselling interviews, promotion interviews, corrective interviews, employee opinion interviews, appraisal interviews and exit interviews.

In the interview training the emphasis will be on observation practice, critical review and discussion of practical experience.

Students are required to submit a brief resumé of their experience with application forms.

The class will be limited to 30 students.

TEXT: Kahn and Cannell—*The Dynamics of Interviewing*, J. Wiley & Sons.

Personnel Administration—Labour Relations

J. G. BETTS

Twenty lectures on Tuesday evenings at 7:30 in Room 107, Galbraith Building, beginning October 12. *Fee: \$40.00*

This course is primarily for people in industry who now carry responsibility for decisions in personnel administration, particularly where collective bargaining is a factor.

It deals with the laws, history, principles and techniques involved in the negotiation and administration of collective agreements and the human relations situations arising therefrom.

TEXT: Schlichter, Healy and Livernash—*The Impact of Collective Bargaining on Management*, Brookings Institution.

Personnel Administration—Training

J. L. SUKLOFF

Twenty lectures on Wednesday evenings at 7:30 in Room 319, Galbraith Building, beginning October 13. *Fee: \$40.00*

This course is specifically designed for those who wish to know and make use of the latest knowledge and techniques in training employees and in developing supervisors and managers to meet today's business and industrial needs.

Emphasis is placed on the value of training programmes and their practical use in solving the day-to-day and long-range operating problems of an organization.

The course provides an opportunity for people carrying personnel responsibilities, or in line management position, to study programmes in effect in other companies and to learn more about:

1. Organization Planning
2. Determining Training Needs
3. How People Learn
4. Teaching Techniques
5. The Art of Questioning
6. On the Job Training
7. Supervisory Training
8. Management Development.

MARKETING

Marketing I-A

G. H. LENNARD

Twenty lectures on Wednesday evenings at 7:30 in Room 248, Galbraith Building, beginning October 13. *Fee:* \$40.00

This course consists of an introduction to marketing and is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and the firm's objectives are accomplished.

TEXT: Leighton and Thain—*Canadian Problems in Marketing*, McGraw-Hill Company of Canada Limited (Second Edition).

Marketing I-B

T. H. THOMSON

Twenty lectures on Monday evenings at 7:30 in Room 319, Galbraith Building, beginning October 18. *Fee:* \$40.00

An introduction to Marketing is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and firm's objectives are accomplished.

TEXT: E. J. McCarthy—*Basic Marketing, A Management Approach*, Richard D. Irwin, Inc.

Marketing II

DAVID FERGUSON

Twenty lectures on Thursday evenings at 7:30 in Room 248, Galbraith Building, beginning October 14. *Fee:* \$40.00

Marketing II is an advanced seminar course concerned with the development of marketing objectives and policies with particular emphasis on the economic and social structure of the Canadian market. Lectures and discussions will be used to examine the various elements of marketing merchandising, advertising, distribution, and sales management, and major attention will be given to marketing research including general economic and sales forecasting.

The student is expected to be familiar with the basic marketing principles covered in Marketing I so that this knowledge can be applied both to the examination of overall marketing policy and the study of the inter-relationship between marketing and other functions of the business organization.

Actual case material and other assignments will be presented requiring home preparation and active participation during the course.

The course will be limited to 100 students.

TEXT: H. Hansen—*Marketing, Text Cases and Readings*, Richard D. Irwin, Inc. (Revised 1961).

SCHOOL OF BUSINESS PROGRAMS

The School of Business sponsors a number of part-time special programs. Through these programs practising business people can be made aware of research programs being carried out and can evaluate and suggest direction for such activity. Similarly, faculty members can test the practicability and application of new concepts being developed in the academic business institutions which can be of great value in the normal conduct of graduate education in business.

Special programs include short seminars, one-day conferences, a summer residential program for executives, and a winter evening series of meetings: the Management of the Enterprise Seminar. These are outlined in more detail below.

Management of the Enterprise

This series of dinner meetings is designed for executives who hold positions of responsibility and who have had considerable experience in some phase of management. At each meeting the group hears a concise and provocative presentation of a topic of interest to the general manager. This is followed by question and discussion.

The objective of Management of the Enterprise is to examine and assess current developments in administration and business. Seminars are held once a week from October until March.

Business Outlook Seminar

This one-day conference to be held December 7, 1965, brings business executives together to examine the prospective business climate for the coming year. Business leaders and staff members of the School present their views on the outlook in general, and in various industries, for discussion.

Distinguished Lecture Series

Each year a leading exponent of some aspect of business is invited to present a few lectures at the University. The lecturer in 1965 was Peter F. Drucker. The 1966 lecturer will be named shortly.

SPRING SEMINAR

The Spring Seminar is a compact daytime course for executives. It is designed specially for:

- those who have specialized most of their careers and are preparing themselves for greater responsibilities;
- those who are in general management positions at present but require a greater understanding of management in order to function more efficiently.

The underlying theme of the Spring Seminar is the systems approach to management and administration. The systems concept is designed to focus attention on the maximization of the efficiency of the whole organization rather than piece-meal efficiency of the various functions. It provides a more vital way of viewing organization structure and it places proper emphasis on the integrating forces in administration. The Spring Seminar provides a unique opportunity for executives to re-examine their managerial tasks in the light of this modern approach to administration.

UNIVERSITY EXTENSION PROGRAMS

The Division of University Extension offers many other courses and services. Readers of this calendar are invited to ask about:

GENERAL COURSE (Extension) leading to the Bachelor of Arts degree.

GENERAL COURSE IN SCIENCE (Extension) leading to the Bachelor of Science degree (first year only).

BACHELOR OF SCIENCE IN NURSING (Extension) (first year only).

EVENING AND AFTERNOON COURSES IN THE LIBERAL ARTS provide a wide range of cultural and non-technical courses for those who are not seeking credit. *Courses offered are:* Among the Stars, Anthropology, Art Appreciation, Art of Speech, Canadian History, Communication and Diction, Effective Speaking, English Composition, Films—Novels—Poetry—Plays, Mastering Good English, English Literature, Exercises for Health, French, French for Businessmen, Geography, German, Heritage for the Future, Interior Design, International Affairs, Italian, Journalism, Law and the Layman, Law and Woman, Logic, Magazine Writing, Metropolitan Community, Modern Study of the Bible, Music Appreciation, Natural Science, Psychology, Psychology and Modern Art, Public Speaking Techniques, Religion, Sociology, Spanish, Royal Ontario Museum Courses and Sing in Harmony.

FRENCH SUMMER SCHOOL — SAINT PIERRE ET MIQUELON offers non-credit oral courses in elementary and advanced French, as well as courses which are accepted for University credit. For the student who cannot go to France this summer, St. Pierre et Miquelon offers, at a fraction of the cost, the next best opportunity to experience a memorable and profitable holiday on French soil.

SUMMER SCHOOL OF THE THEATRE offers a five-week course of study for those interested in the professional theatre, the community theatre, or in the teaching of drama in the schools. Course subjects will include: Acting Technique, Scene Preparation, Voice and Speech, Directing, Dramatic Literature, Make-up, and Stage Craft.

CERTIFICATE COURSE IN PUBLIC ADMINISTRATION is intended primarily for those with considerable experience in the public service who wish to acquire a broader background in the political and social sciences essential to an understanding of the executive branch of government and its functions. It is not intended as preparation for those planning to enter public service. Emphasis is on Canadian governments at all levels (federal, provincial and municipal), and their major problem areas.

The program consists of six subjects, four of which, Political Science, Economics, Public Administration, and Social Factors of Administration, are compulsory. Two optional subjects are selected from the following group: Economic Development of Canada, Urban Geography, Inter-governmental Relations and Local Government, and Modern Social and Political Ideas. Students may enrol in not more than two subjects each year. Thus, the program can be completed in a minimum of three years.

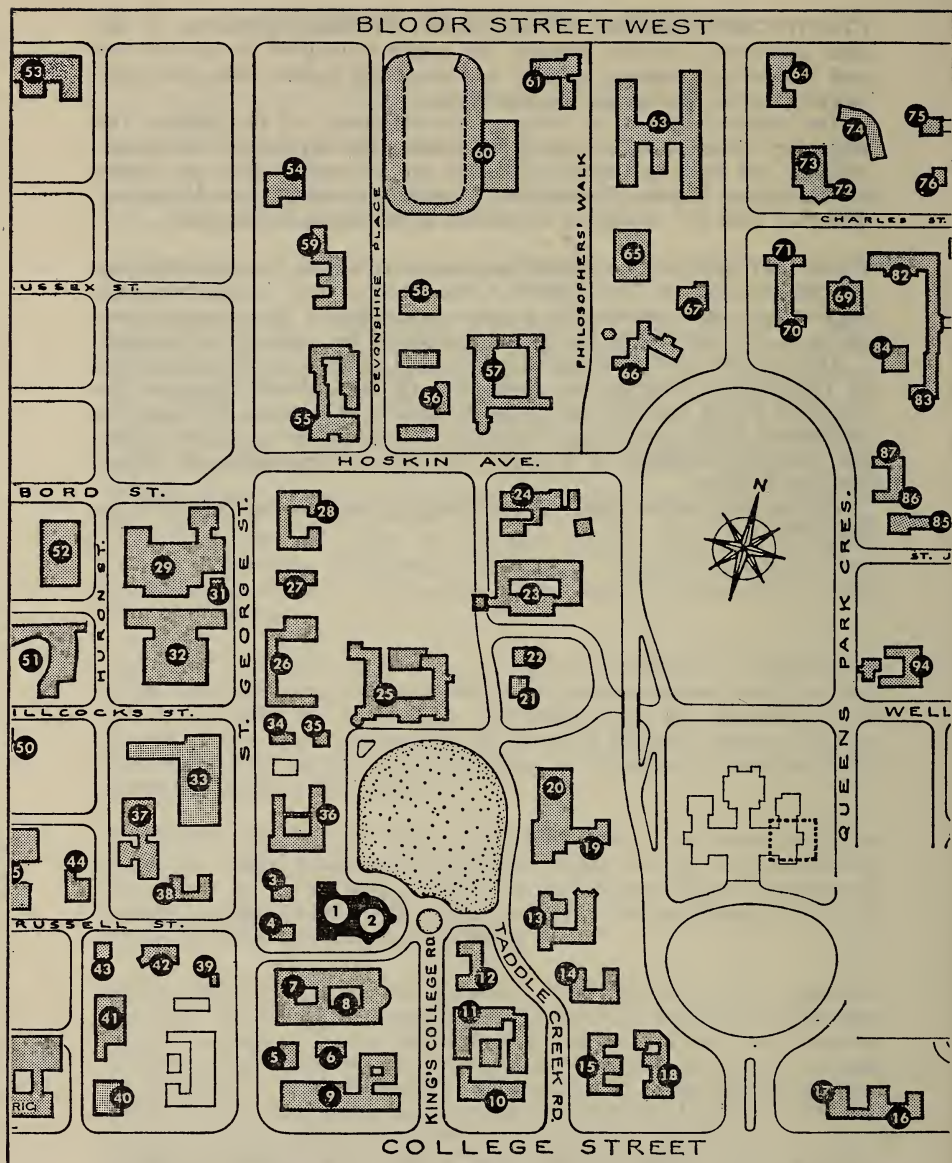
CERTIFICATE COURSE IN BUSINESS. Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry and the Civil Service who are in or working toward, positions of responsibility.

The course consists of six subjects, four obligatory and two options. The obligatory subjects are Accounting, Economics, Human Factors of Administration, and Business Organization. The two optional subjects are chosen from Business Finance, Production, Elementary Statistics, and Marketing. The time limit for successful completion of the course is four years.

CORRESPONDENCE COURSES are conducted by the Extension Division for the organizations listed below. A variety of subjects is available; each organization enrolls students in a course consisting of the subjects appropriate to its requirements and grants recognition for successful completion.

The Association of Administrative Assistants, the Association of Personnel in Employment Security, the Association of Professional Engineers, the Canadian Credit Institute, the Canadian Institute of Realtors, the Canadian Institute of Traffic and Transportation, the Chartered Institute of Secretaries, the Chemical Institute of Canada, the Ontario Association of School Business Officials.

Further information may be obtained by telephoning 928-2395 or 928-2396.



67 Division of University Extension

1 Simcoe Hall

2 Convocation Hall

7 Galbraith Building

11 Mechanical Building

15 School of Hygiene

23 Hart House

32 Sydney Smith Hall

33 Lash Miller Building

35 Book Store

UNIVERSITY OF TORONTO

UNIVERSITY EXTENSION

Application for Enrolment

Business and Professional Courses

A complete application is required for each course

OFFICE USE ONLY

Receipt No.

C.A.

Course

MR.

NAME MRS.

MISS

(please print and underline surname)

ADDRESS

NUMBER AND STREET

CITY

POSTAL ZONE

TELEPHONE: HOME

BUSINESS

COMPANY NAME

COMPANY ADDRESS

PRESENT POSITION

FEE \$

CASH

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PERSONAL CHEQUE

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COMPANY CHEQUE

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(Cheques should be made payable to UNIVERSITY OF TORONTO at par Toronto)

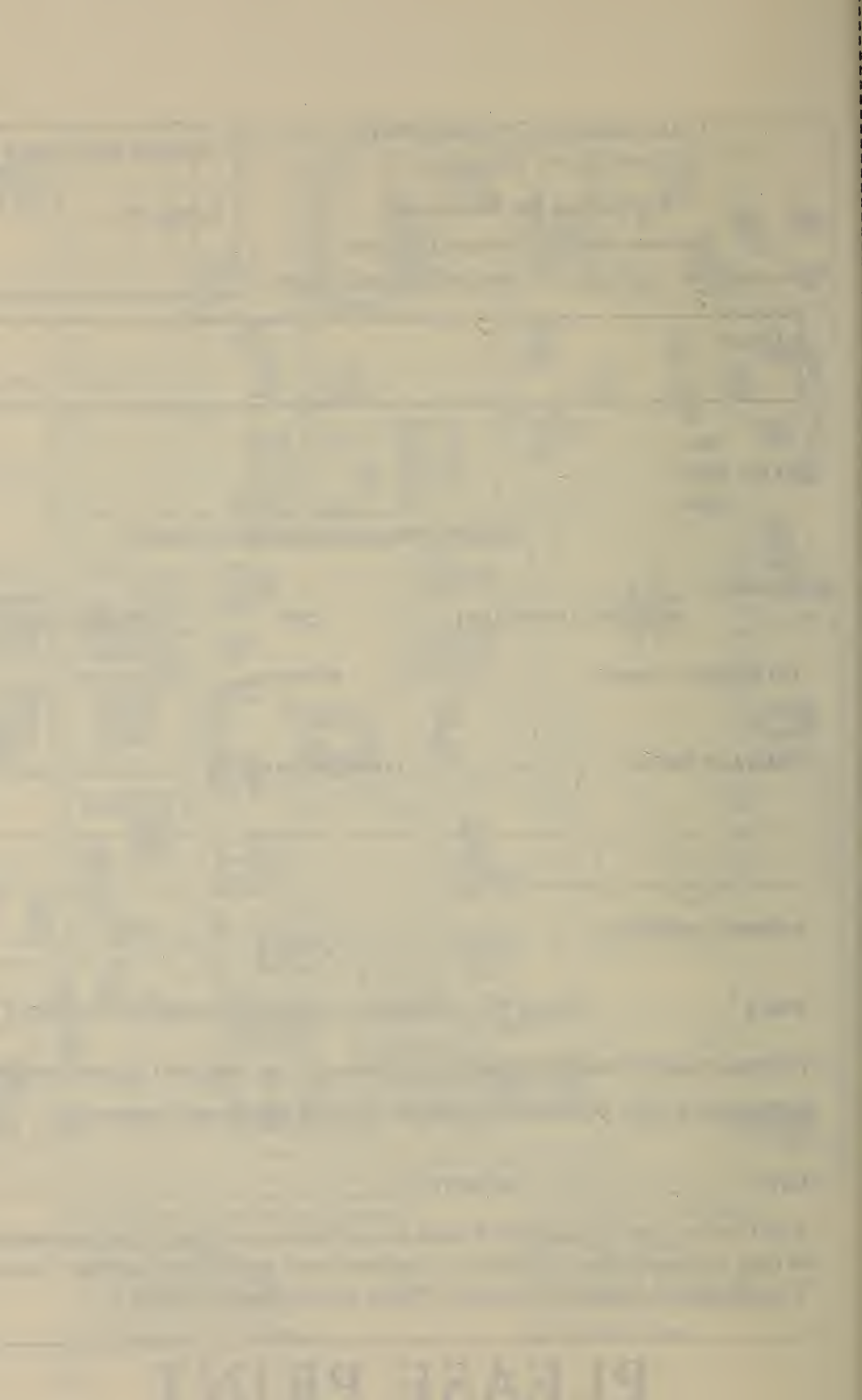
Refunds can only be made if requested prior to the second lecture.

DATE

SIGNATURE

Any Course may be cancelled if there is insufficient enrolment. Fee is refunded in case of cancellation of Course or applicant may apply fee to another Course if application is made for transfer. (Please see booklet for details.)

PLEASE PRINT



The University of Toronto issues the following calendars and other publications concerning courses of instruction given by the University, any one of which may be had on application to the Registrar of the University or to the Secretary of the Faculty, School or Institute about which information is sought.

CALENDARS AND OTHER PUBLICATIONS ISSUED BY THE UNIVERSITY OF TORONTO

ADMISSION INFORMATION—	Admission Awards Admission Circular
APPLIED SCIENCE AND ENGINEERING—	Faculty of Applied Science and Engineering Diploma Course in Operations Research
ARCHITECTURE—	School of Architecture
ARTS AND SCIENCE—	Faculty of Arts and Science Courses and Subjects in Arts and Science Diploma Course in Computing and Data Processing
BUSINESS—	School of Business—Graduate Programme in Business Administration Winter Evening Seminars
CHILD STUDY—	Institute of Child Study
DENTISTRY—	Faculty of Dentistry Courses for Graduates in Dentistry Dental Hygiene
EDUCATION—	Ontario College of Education Graduate Degrees in Education
EXTENSION—	General Course (Extension) Evening Course in Business (Leading to a Certificate) Evening Tutorial Classes Business and Industry Courses Correspondence Courses
FOOD SCIENCES—	Faculty of Food Sciences
FORESTRY—	Faculty of Forestry
GRADUATE STUDIES—	School of Graduate Studies
HYGIENE—	School of Hygiene
LAW—	Faculty of Law
LIBRARIANSHIP—	Library School
MEDICINE—	Faculty of Medicine Division of Rehabilitation Medicine Division of Postgraduate Medical Education
MUSIC—	Faculty of Music The Royal Conservatory of Music School of Music Year Book General Syllabus Pianoforte and Theory Syllabus
NURSING—	School of Nursing
PHARMACY—	Faculty of Pharmacy
PHYSICAL AND HEALTH EDUCATION—	School of Physical and Health Education
SOCIAL WORK—	School of Social Work

Enquiries about Massey College should be addressed to:

The Master, Massey College, University of Toronto, Toronto 5.

